

SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

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March 5, 2004

TO: Commissioners and Alternates

FROM: Will Travis, Executive Director (415/352-3653 travis@bcdc.ca.gov)

SUBJECT: **Status Report on the Commission's Strategic Plan**
(For Commission consideration on March 18, 2004)

Background

On July 17, 2003, the Commission adopted an updated strategic plan and directed the staff to provide monthly reports on the progress being made in achieving the plan's objectives so the Commission can determine whether any revisions in the plan are necessary and whether to take further action to achieve the plan's goals and objectives.

Strategic Plan Elements

- Mission Statement** The Bay Conservation and Development Commission is dedicated to the protection and enhancement of San Francisco Bay and to the encouragement of the Bay's responsible use.
- Vision Statement** A cleaner, healthier, larger and more vibrant Bay.
- Core Values**
- Effective, timely and responsive communication.
 - Excellence in staff, process and Commission decision-making.
 - Integrity, honesty, adherence to the law and fairness in our process and consideration of all viewpoints.
 - Leadership and devotion to the protection and the enhancement of the Bay.
 - Open, public process.
 - Mutual trust and respect among staff, Commissioners, our partners and the public.
 - Partnerships with other agencies and groups.
- Ongoing Goals**
- Support environmental justice in Commission decisions.
 - Maximize public access where compatible with resource protection.
 - Prevent unnecessary Bay fill.
 - Promote optimum use and management of Bay resources.



Protecting San Francisco Bay for all

- Three-Year Goals**
- Improve and implement BCDC's program for protection, use and restoration of Bay resources.
 - Improve BCDC's compliance and enforcement program and make it more focused and proactive.
 - Improve internal and external communications and coordination.
 - Increase the effectiveness of the Commission and staff.
 - Increase support resources (e.g., staff, funding and technology).

Short-Term Objectives for Achieving Three-Year Goals

Three-Year Goal: Improve and implement BCDC's program for protection, use and restoration of Bay resources.

Short-Term Objectives	Status
Water Quality. By September 30, 2003, the staff will develop a revised work program for addressing nonpoint source pollution which identifies the appropriate role for the Commission to play in achieving California's Nonpoint Pollution Control Program.	The lead staff member for this objective is Lisa Sniderman. This objective has been achieved.
Public Access and Wildlife. By June 30, 2004, the staff will provide the Commission with an assessment of the effectiveness of using a Public Access/Wildlife Working Group (composed of wildlife management agencies, recreational planners and landowners) to advise the Commission on appropriate locations for public access and Bay Trail connections at restored wetlands.	The lead staff member for this objective is Caitlin Sweeney assisted by Brad McCrea. Federal Coastal Impact Assistant Program funds have been awarded to BCDC to help pay for the assessment so the project should get underway shortly and the objective will probably be achieved by the established deadline.
Subtidal Goals Project. By April 30, 2004, the staff, working with state and federal agencies, will provide the Commission with a status report on the development of a subtidal goals project.	The lead staff member for this objective is Katie Wood assisted by Brenda Goeden. The staff is working on the subtidal goals project. This objective will probably be achieved by the established deadline.
Marina Water Quality. By February 29, 2004, the staff will report to the Commission on the results the pilot program on sampling and testing water quality at Bay marinas.	The lead staff member for this objective is Lisa Sniderman. This objective has been achieved. The Commission received a report on the marina water quality program on February 5, 2004.

<p>Salt Pond Policies. By September 30, 2004, the staff will provide for the Commission's consideration updated Bay Plan salt pond findings and policies.</p>	<p>The lead staff member for this objective is Katie Wood.</p> <p>A NOAA grant has been awarded to BCDC to fund the salt pond policy update, Therefore, this objective will probably be achieved by the established deadline.</p>
<p>Transportation Policies. By April 30, 2004, the staff will provide for the Commission's consideration updated Bay Plan transportation findings and policies.</p>	<p>The lead staff member for this objective is Jeff Blanchfield.</p> <p>Budget cuts will prevent this objective from being achieved by the established deadline. Therefore, the deadline for achieving this objective should be changed to September 30, 2004.</p>
<p>Fisherman's Wharf Special Area Plan. By May 31, 2004, the staff will provide for the Commission's consideration a Special Area Plan for San Francisco's Fisherman's Wharf.</p>	<p>The lead staff member for this objective is Joe LaClair.</p> <p>Budget cuts will prevent this objective from being achieved by the established deadline. Therefore, the deadline for achieving this objective should be changed to June 30, 2004.</p>
<p>Public Access Guidelines. By April 30, 2004, the staff will provide for the Commission's consideration revisions to the Commission's <i>Public Access Design Guidelines</i> which will better protect wildlife and their habitats from the impacts of public access.</p>	<p>The lead staff member for this objective is Brad McCrea assisted by Caitlin Sweeney.</p> <p>Federal Coastal Impact Assistant Program funds have been awarded to BCDC to help pay for the development of the <i>Public Access Design Guidelines</i> so the project should get underway shortly. However, delays in the receipt of the federal funds will prevent this objective from being achieved by the established deadline. Therefore, the deadline for achieving this objective should be changed to August 31, 2004.</p>
<p>Desalination Update. By June 30, 2004, the staff will provide the Commission with a report on the use of desalination to provide freshwater from the Bay; siting, operational and environmental issues associated with desalination facilities; and proposed revisions to the Bay Plan desalination policies.</p>	<p>The lead staff member for this objective is Jeff Blanchfield.</p> <p>Despite budget reductions this objective will probably be achieved by the established deadline.</p>

Salt Pond Restoration Planning. By March 31, 2004, the staff will provide the Commission with a report identifying the critical issues which must be addressed in plans for restoring wetlands on the South Bay salt ponds that have recently been purchased by the public.

The lead staff member for this objective is Andrea Gaut assisted by Katie Wood.

The Coastal Conservancy is providing funds to BCDC for this work and the project has been initiated. The staff intends to provide the required report for the Commission's consideration at BCDC's March 18, 2004 meeting. Therefore, this objective will be achieved by the established deadline.

Three-Year Goal: Improve BCDC's compliance and enforcement program and make it more focused and proactive.

Short-Term Objectives	Status
Resolve Enforcement Backlog. By June 30, 2004, the staff, working with the Enforcement Committee, will resolve the backlog of open enforcement cases dating from 1985-1997.	<p>The lead staff member for this objective is Adrienne Klein.</p> <p>Although an appropriation from the Bay Fill Clean-up and Abatement Fund supports two enforcement staff positions, reductions in General Fund support for the Commission's enforcement activities may prevent this objective from being achieved by the established deadline.</p>
McAteer-Petris Act Amendments. By December 31, 2004, the staff, working with the Commission, will implement the Compliance and Enforcement Task Force recommendations regarding McAteer-Petris Act amendments, which were approved by the Commission in February 2002.	<p>The lead staff member for this objective is Steve Goldbeck assisted by Adrienne Klein.</p> <p>Legislation has been drafted to amend the McAteer-Petris Act as requested by the Commission. Passage of this measure in 2004 would achieve this objective by the established deadline.</p>
Inspection and Monitoring Program. By March 31, 2004, the staff will provide the Commission with a report on the implementation of a systematic inspection and monitoring program.	<p>The lead staff member for this objective is Adrienne Klein.</p> <p>The staff intends to provide the required report to the Commission in late March. Therefore, this objective will probably be achieved by the established deadline.</p>

Application Form Revisions. By June 30, 2004, the staff will provide for the Commission's approval permit application form revisions that will improve BCDC's permit and enforcement process.

The lead staff member for this objective is Ellen Sampson assisted by Steve McAdam.

Due to the Governor's executive order that places a 6-month moratorium on the adoption of regulatory changes, the staff will provide permit application form revisions by the established deadline, to be followed by a regulatory change in accord with the Commission's decision.

Three-Year Goal: Improve internal and external communications and coordination.

Short-Term Objectives	Status
Expanded Use of the Web. By December 31, 2003, the staff will provide the Commission with a report on BCDC's information technology program which assesses the opportunities and feasibility of making greater use of BCDC's website in the Commission's internal business practices.	<p>The lead staff member for this objective is Chris Besenty.</p> <p>This objective has been achieved.</p> <p>The required report was sent to the Commission on November 21, 2003.</p>
Permit Tracking System Improvement. By September 30, 2003, the staff will submit a request to the Resources Agency and the Department of Finance for staff and State funding to accelerate the implementation of the Permit Tracking System.	<p>The lead staff member for this objective is Hermin Farhad.</p> <p>This objective has been achieved.</p> <p>A concept statement (the first step in submitting a budget augmentation request) has been send to the Resources Agency. However, in light of the State's continuing deficits, the proposal was not approved.</p>
Permit Tracking System Implementation. By June 30, 2004, the staff will input all data from permit applications received or issued after January 1, 2003 into the Permit Tracking System.	<p>The lead staff member for this objective is Bob Batha.</p> <p>Permit data for 2004 is now being entered into the Permit Tracking System. However, budget cuts will prevent this objective relating to 2003 data from being achieved by the established deadline. Therefore, the deadline for achieving this objective should be changed to December 31, 2004.</p>

<p>Permit Tracking System Status Report. By March 31, 2004, the staff will provide the Commission with a status report on the progress being made in implementing the Permit Tracking System.</p>	<p>The lead staff member for this objective is Hermin Farhad.</p> <p>The staff intends furnish the Commission with the required report on March 18, 2004. Therefore, this objective will probably be achieved by the established deadline.</p>
<p>Legislative Champions. By March 31, 2004, the Commission's chairman and other members of the Commission will cultivate new "champions" of BCDC in the State Legislature.</p>	<p>The lead staff member for this objective is Steve Goldbeck.</p> <p>The staff will provide members of the Commission with suggestions on which members of the Legislature should be contacted. This objective will probably be achieved by the established deadline.</p>
<p>Public Access Signs. By June 30, 2004, the staff will develop and begin implementing a program for replacing outdated public access signs and expanding BCDC signage program to better direct the public to shoreline access areas.</p>	<p>The lead staff member for this objective is Joe LaClair assisted by Brad McCrea.</p> <p>Federal Coastal Impact Assistant Program funds have been awarded to BCDC to help pay for the development of the public access signs so the project should get underway shortly. However, delays in the receipt of the funds will prevent this objective from being achieved by the established deadline. Therefore, the deadline for achieving this objective should be changed to December 31, 2004.</p>
<p>Public Access Information. By June 30, 2004, the staff, in partnership with the Bay Trail Project and the State Coastal Conservancy, will develop a website which provides the public with information about Bay shoreline access opportunities.</p>	<p>The lead staff member for this objective is Joe LaClair assisted by Caitlin Sweeney.</p> <p>Federal Coastal Impact Assistant Program funds have been awarded to BCDC to help pay for this project so the project should get underway shortly. However, delays in the receipt of the funds will prevent this objective from being achieved by the established deadline. Therefore, the deadline for achieving this objective should be changed to December 31, 2004.</p>

Shoreline Landscape Guide. By June 30, 2004, the staff will update the Commission's *Shoreline Landscape Guide* to increase the number of native plants and to better describe methods for sustainable planting schemes along the shoreline.

The lead staff member for this objective is Brad McCrea.

Federal Coastal Impact Assistant Program funds have been awarded to BCDC to help pay for the update of the *Shoreline Landscape Guide* so the project should get underway shortly. However, delays in the receipt of the funds will prevent this objective from being achieved by the established deadline. **Therefore, the deadline for achieving this objective should be changed to December 31, 2004.**

Three-Year Goal: Increase the effectiveness of the Commission and staff.

Short-Term Objectives	Status
Ex-Parte Communications. By July 31, 2003, the staff will provide for the Commission's consideration regulations to implement the Commission's adopted policy on ex-parte communications.	<p>The lead staff member for this objective is Jonathan Smith.</p> <p>This objective has been achieved.</p> <p>On August 4, 2003, the Commission unanimously adopted revised regulations.</p>
Staff Performance Evaluation. By December 31, 2003, the Executive Director will ensure that all BCDC staff have received evaluations of their job performances.	<p>The lead staff member for this objective is Will Travis.</p> <p>This objective is being achieved on an ongoing basis.</p>
Executive Director's Evaluation. By June 30, 2004, the Commission will conduct an annual evaluation of the performance of the Commission's Executive Director.	<p>The lead staff member for this objective is Will Travis.</p> <p>This objective has been achieved.</p> <p>The Commission completed the process of evaluating the performance of BCDC's Executive Director on November 6, 2003.</p>
Improved Management. By March 31, 2004, the staff will report to the Commission on the results of the first phase of implementing the ideas developed at a staff retreat for improving management and communication (e.g., staff development, transition planning and internal communication).	<p>The lead staff member for this objective is Andrea Gaut.</p> <p>The staff is engaged in a continuous process of improving internal management and communications. The staff intends furnish the Commission with the required report on March 18, 2004. Therefore, this objective will probably be achieved by the established deadline.</p>

Three-Year Goal: Increase support resources (e.g., staff, funding and technology).

Short-Term Objectives	Status
<p>Vacant Staff Positions. By September 30, 2004, the staff will request approval from the Resources Agency and the Department of Finance to fill all critical vacant General Fund supported staff positions and all vacant staff positions funded by reimbursements.</p>	<p>The lead staff member for this objective is Howard Iwata.</p> <p>This objective has been achieved, although not as intended.</p> <p>Governor Davis issued an executive order in August 2003 eliminating all vacant staff positions in state agencies. Therefore, BCDC has no vacant staff positions.</p>
<p>Assess Permit Fee Levels. By December 31, 2003, the staff will provide the Commission with a report comparing the cost of the Commission's permit operations with the revenue generated by permit fees, comparable fee schedules of other state and local government agencies, optional permit fee schedules and an assessment of how much additional General Fund revenue would be generated by each schedule.</p>	<p>The lead staff member for this objective is Steve McAdam assisted by Howard Iwata and Richard Ng.</p> <p>This objective has been achieved.</p> <p>The Commission considered a staff report on BCDC permit fees on November 6, 2003.</p>
<p>Increase Permit Fees. By June 30, 2004, the Commission will provide the staff with policy guidance on revising BCDC's regulations to amend the Commission's permit fee schedule so that the fees generate a minimum established percentage of the cost of operating BCDC's permit program.</p>	<p>The lead staff member for this objective is Ellen Sampson assisted by Steve McAdam.</p> <p>This objective has been achieved.</p> <p>After considering a staff report on permit fees on November 6, 2003, the Commission provided the staff with policy guidance on revising BCDC's permit fee schedule.</p>
<p>Share Resources. By June 30, 2004, the staff will explore, consider and recommend to the Commission opportunities for sharing resources with, between and among other agencies.</p>	<p>The lead staff member for this objective is Howard Iwata.</p> <p>This objective has been achieved.</p> <p>New funding from the State Coastal Conservancy has been secured, and increased levels of funding are being provided by the Department of Fish and Game and Caltrans. In turn, BCDC is providing federal Coastal Impact Assistance Program funding to local governments. Unfortunately, General Fund support for BCDC is diminishing faster than new funding can be secured.</p>